

B CMM Cross Reference Matrix

Training Policy Ref	SA-CMM Checklist #	CMM Statement	Artifact (S=SID, P=Project)	Organizational Acceptance Criteria	Project Acceptance Criteria
2.2 (SID) 2.3 (Proj)	3.5.2	Training responsibilities are designated.	S- BPSG PMP, org chart. S- SID Training Plan. P- MPP/PMP, org chart. P- Training Plan.	<p>A group/person formally designated to coordinate division-wide training opportunities and status. Person would report in the MSC or manager's meeting. Recognition should be designated in the BPSG PMP and Training Plan.</p> <p>-The MSC is responsible for establishing and defining the SID Training program via their monthly MSC meetings (BPSG Charter).</p> <p>-The BPSG has been given the role of SID Training Coordinator as defined by the BPSG Charter, the BPSG Project Plan, and the SID Training Plan.</p>	<p>A group/person formally designated to coordinate project staff development and orientation training, and to report status. Recognition should be designated in PMP and Training Plan.</p> <p>The Training Coordinator role has two pieces to it:</p> <p>--The Supervisor of Record who is responsible for the care of their staff.</p> <p>--An Administrative Assistant could be utilized to assist in maintaining records and processes.</p> <p>-The Project Management Plan (Master Project Plan) and / or Project Charter document has identified on the org chart a person who is the project training coordinator.</p> <p>-The project has a formal Training Plan that identifies training responsibilities.</p>
2.2 (SID) 2.3 (Proj)	3.5.3	A Training group exists.	S- SID Training Plan, org chart, roles and responsibilities for Division Trng Coordinator and BPSG. P- Training Plan, org chart, roles and responsibilities for Trng Coordinator.	<p>A training coordinator exists to track non-project staff training records.</p> <p>The Training Coordinator and BPSG's training responsibilities are documented in the Training Plan. Staff names are assigned to these roles on the org chart.</p> <p>-For project-common training, the BPSG is the training group (see BPSG Charter, BPSG Project Plan, SID Training Plan).</p>	<p>A Training Coordinator exists to track project staff training records. The Training Coordinator's responsibilities are documented in the Training Plan. A name is assigned to the role on the org chart.</p> <p>-The Project Plan (Master Project Plan) identifies the need for (or no need for a training group).</p> <p>-Most projects do not have a formal training group. Rather, projects utilize a training coordinator along with various OJT and mentoring alternatives to formal training. These approaches are outlined in the project Training Plan.</p> <p>-Outsourcing of training on an as-needed basis will not be uncommon. The explanation of who coordinates all of this is discussed in the Project Plan and/or project Training Plan, but most likely the Training Coordinator will provide these services.</p>

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2.2 (SID) 2.3 (Proj)	3.5.4	Adequate Training resources exist.	<p>S- Division Training Coordinator.</p> <p>S- Meeting minutes showing regular agenda item and discussion on training.</p> <p>P- Project Training Coordinator.</p> <p>P- Meeting minutes showing regular agenda item and discussion on training.</p>	<p>Subjective. Minimum would be a Training Coordinator, and time with managers to discuss and review training opportunities and status. Ideally there would be training funds available for external training and conference opportunities.</p> <p>-The BPSG are the primary staff resources for Training (unless otherwise outsourced).</p> <p>-There are times when the QAWG resources are used (via a PAT) to establish changes or enhancements to the SID Training Program.</p> <p>-Identification of resource requirement in the Training Plan is consistent with current training resources utilized on the project.</p>	<p>Subjective. Minimum would be a Training Coordinator, and time with managers to discuss and review training opportunities and status. Ideally, training funds are available for external training and conference opportunities.</p> <p>-This will vary depending on the types of project-specific training that is required.</p> <p>-The project Training Plan outlines the training resources required to implement a training program.</p> <p>-Identification of resource requirements in the Training Plan is consistent with current training resources utilized on the project.</p>
2.2 (SID) 2.3 (Proj)	3.5.5	The training group has the skills & knowledge to perform training.	<p>S- Resume, PD.</p> <p>S- Training materials/guides on training duties and resources.</p> <p>P- Resume, PD.</p> <p>P- Training materials/guides on duties/resources.</p>	<p>Training Coordinator has served in that role on at least 1 other project or State organization; or received training in HHSDC training policies, procedures and available resources within the State, HHSDC and external local resources. Training materials or guides should exist (for the TC).</p> <p>-The staff of the BPSG has a wealth of experience each with the SID, and has worked closely with all the projects (each person has 2+ yrs of SID experience).</p> <p>-The BPSG staff are specialists in the Best Practices of SID and are suited to assist the MSC in establishing a value-added training program.</p>	<p>Training Coordinator has served in that role on at least 1 other project or State organization; or received training on HHSDC and SID training policies, procedures and available resources. Training materials or guides should exist (for the TC).</p> <p>-This will vary depending on the types of project-specific training that is required.</p> <p>-The project Training Plan outlines the training resources required to implement a successful training program.</p> <p>-Identification of resource requirements in the Training Plan is consistent with current training resources utilized on the project.</p>

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2.2 (SID) 2.3 (Proj)	3.5.6	Mgmt personnel receive orientation on the training program.	<p>S- New Manager Orientation Training.</p> <p>S- BPSG Training Plan.</p> <p>P- New Manager Project Orientation.</p> <p>P- New State Manager Orientation.</p> <p>P- Project Training Plan.</p>	<p>PMs should receive an orientation to the division-wide training program and BPSG training and assistance options. This should be done as part of the new manager training. New PMs should also receive a copy of the division-wide training plan.</p> <p>The BPSG should review annually with the MSC the training methods, goals, accomplishments and trends for the year.</p> <p>-The SID Training Plan has established two meetings per year (approximately six months apart) to dedicate toward the orientation and improvement of the SID Training Program. The MSC meetings currently reserved for the Training Program are July and February of each year.</p> <p>-The BPSG conducts new manager orientation presentation that familiarizes them with SID best practices, including the SID Training Program.</p>	<p>New managers and functional managers should receive orientation on the project's training requirements, options and procedures. There should be an annual review of project training methods, goals, accomplishments and trends .</p> <p>New State managers should receive orientation on training requirements for State staff with emphasis on their new mgmt responsibilities for any State staff they oversee.</p> <p>-The new employee orientation for the project includes a documented overview (not just oral explanation) of the training program, how it works, and what it consists of.</p> <p>-The orientation also included reference and integration with the SID Training Program.</p> <p>-Staff records exist to substantiate completion of the training orientation.</p>

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3.1 (SID) 3.3 (Proj) 4.2 (SID) 4.3 (Proj)	3.5.7	The training program is planned, developed, implemented, and maintained.	S- SID Training Plan. S- BPSG Work Plan. S- MSC meeting minutes showing annual review. S- Sample training materials, including slides, handouts, agenda, sign-in sheets, course evaluations and any other training records. P- Training Calendar/work plan. P- Meeting minutes from annual review of training activities. P- Presentation agendas, slides, handouts, etc. P- Class attendees lists. P- Class evaluation forms.	BPSG work plan should show training activities including annual review with MSC, training plan update, development of training materials, training sessions, and lessons learned from training. -A SID Training Plan exists that describes how SID-common Training will be planned (in a generic and repeatable process), as well as a specific work plan for each fiscal year (e.g. an Appendix with the plan for FY 04). -The SID Training Plan synchronizes and is consistent with training-related initiatives of the BPSG Project on an annual basis. -MSC Meeting minutes include discussion, planning, and Action Items (as required) of SID-related Training IAW the SID Training Plan. -A Budget for Training is established and allocated to each project on an annual basis. -MS Project is used as the schedule to identify and baseline training needs on an annual basis. The MSC will facilitate the development (or acquisition) of all SID-common training via the BPSG Project (BPSG Project Plan) on an annual basis. -SID-common training is being developed IAW the SID Training Plan (e.g. BPSG training products like Getting Connected Workshops). -Evidence of purchase orders or training requests to acquire (via non-SID entities) exists. -The SID Training Plan synchronizes and is consistent with training being developed by the BPSG Project on an annual basis. -MSC Meeting minutes include discussion, Action Items (as required) on BPSG Training development efforts. -A Budget includes the costs for the development or acquisition of SID-common training on an annual basis. -Internal training materials used for in-house use are being developed, documented, and secured. -Training being developed (or acquired) is consistent with the requirements identified in the SID Training Plan.	Project should have a training calendar (or full work plan) showing annual review, development or selection of training courses, attendees list for all classes and class evaluation forms. State staff and their manager should complete and Individual Development Plan (IDP) to assist with career development goals. The IDP should be reviewed at least annually. Three aspects of training: --SID-common training (all employees). --Project-specific training (unique to the project needs). --Individual-specific desires to grow in career development (not necessarily tied to SID or the project). -Pr ojects are planning for training to include project resources scheduled for SID training, or project-specific training in accordance with the Project Training Plan. -A Budget for Training exists and is used to plan for annual training needs. -An Individual Development Plan (IDP) exists and is signed by each employee of the State at the start of each fiscal year. -IDPs include SID-common training, project-specific training, and individual-career development training. Projects are following SID guidelines for the development of training (where existing training does not exist) and are ensuring training plan needs are being developed for successful implementation on the project. -Project-specific training for needs identified in the project training plan and IDPs are being developed. -For training not available in-house, sources outside SID are being acquired to ensure training needs for the project are being satisfied. -Internal training materials used for in-house use are being developed (or exist), are documented, and secured. -Training being developed (or acquired) is consistent with the requirements identified in the Project Training Plan.

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3.1 (SID) 3.3 (Proj)	3.5.8	Each project identifies specific training needs IAW a process.	<p>S- BPSG Training Plan.</p> <p>S- BPSG work plan.</p> <p>S- MSC minutes from annual review.</p> <p>P- Project Training Plan.</p> <p>P- Minutes from annual review meeting.</p>	<p>At the annual training review (or as available), the MSC should discuss and identify new training needs and opportunities. The new items which are approved should be added to the BPSG work plan and training plan. The Training Plan should discuss the approach and process for the annual review.</p> <p>-The SID Training Plan identifies the process by which project-specific training needs are incorporated into the overall SID Training Program.</p> <p>-The MSC uses the consolidated inputs from all projects to identify where "common" needs are combined providing benefit to the Training Program.</p> <p>NOTE: Consolidating Training needs for the sake of consolidation is no good. There must be a perceived value in taking the time to gather training needs. For example, if all projects combine their need for contract mgmt training, then we can get a cut rate from a vendor who will offer this training at a greatly reduced price for larger groups.</p> <p>-Meeting minutes are evidence to show that collaboration between the projects and the SID Training processes is taking place in accordance with the documented process, and in a somewhat formal fashion.</p>	<p>The project at least annually reviews the available and required training for new project staff and updates existing training based on lessons learned. The process for the annual review and update should be documented in the training plan.</p> <p>-Employees participate in the planning for each year and have input to the creation of their own IDP.</p> <p>-Training is planned in accordance with the process defined in the Project Training Plan.</p>
4.2 (SID) 4.3 (Proj)	3.5.9	Training is provided IAW the defined training program.	<p>S- BPSG work plan.</p> <p>S- Training Plan.</p> <p>P- Project Training Calendar.</p> <p>P- Project Training Plan.</p>	<p>BPSG work plan should show classes being offered, including minimum and refresher training, as appropriate.</p> <p>-Training attendance sheets exist for each of the SID-common training sessions offered.</p> <p>-The BP website (under the Getting Connected link) identifies training times, dates, descriptions, locations, and student signup roster.</p> <p>-Training is being offered IAW the SID Training Plan.</p>	<p>The project should have a training calendar showing classes offered, including minimum and refresher training, as appropriate.</p> <p>Training (from BPSG) on the next project phase should be considered.</p> <p>-Training records exist for each State staff employee showing how training plan needs are being completed over time.</p> <p>-The Project Training Plan describes how training records are maintained and updated.</p> <p>-Training records are kept as defined by the Project Training Plan.</p>

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5.1 (SID) 5.2 (Proj)	3.5.10	A waiver procedure for required training is established.	<p>S- Waiver Procedure (may be in training plan).</p> <p>S- Training Plan.</p> <p>S- Objectives, goals, and criteria for required classes.</p> <p>P- Training Plan.</p>	<p>Required skills and knowledge should be identified for mandatory training, so that skilled staff may request to waive the training. Measurable criteria should be established to ensure the requestor does possess the required skills/knowledge.</p> <p>A waiver process should be established that is consistent across the division.</p> <p>-A waiver procedure exists in the SID Training Policy and is being used to grant waivers to SID-required training.</p> <p>-SID Training waiver procedures offers guidance to projects in determining if a staff resource is eligible for a waiver, and under what circumstances a waiver will be granted.</p> <p>-The granting of waivers is documented in training records.</p>	<p>Project staff should identify required skills and measurable criteria for mandatory training. Staff may elect to waive the training IAW with the division waiver process. Criteria is a responsibility of the project; basic process should be the same for the division since it is an administrative process.</p> <p>-A waiver procedure exists in the Project Training Plan and is being used to grant waivers to project-specific training.</p> <p>-SID Training waiver procedures offers guidance to projects in determining if a staff resource is eligible for a waiver, and under what circumstances a waiver will be granted.</p> <p>-The granting of waivers is documented in training records.</p>

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4.2 (SID) 4.3 (Proj)	3.5.11	Training Records are maintained.	<p>S- BPSG Training Plan.</p> <p>S- Attendee lists, evaluation forms, signup sheets.</p> <p>S- Waivers and requests.</p> <p>P- Project Training Plan.</p> <p>P- Attendee lists, eval forms, signup shts.</p> <p>P- Waiver and requests.</p> <p>P- HHSDC's TRS.</p>	<p>Class attendance lists, evaluation forms and signup sheets should be kept, along with waivers and denied training requests.</p> <p>-SID maintains records of attendance for all Students registered for SID-common training, as well as, records of attendance (or absentee).</p>	<p>Project should keep copies of attendees' lists, evaluation forms, and signup sheets, as well as waivers and denied training requests.</p> <p>-Training records exist for each State staff showing how training plan needs are being completed over time.</p> <p>-Training records are accurate and kept up-to-date.</p> <p>-Training records are consistent with the requirements documented in the IDPs.</p>
4.2 (SID) 4.3 (Proj)	3.5.12	Measurements are used to determine the quality of training.	<p>S- Attendance Metrics spreadsheet.</p> <p>S- Evaluation Forms.</p> <p>P- Evaluation Forms.</p>	<p>Evaluation forms should be used for all training sessions and orientations. Forms should be anonymous and results aggregated to determine trends and improvements.</p> <p>Evaluation of quality training should include:</p> <p>--Content Evaluation.</p> <p>--Presentation Evaluation.</p> <p>--Did it fulfill its purpose for which it was created?</p> <p>Suggestions for improvement.</p> <p>-Student evaluation forms are used to determine the quality and usefulness of the training.</p> <p>-A summary report on training evaluations exists as evidence that individual response is rolled up to a useful course evaluation.</p> <p>-Evidence of MSC receiving feedback on training quality (via Meeting Minutes) exists.</p> <p>-Metrics for student attendance, course quality, hours expended, etc. are collected and reported at MSC meetings (and used for making future decisions).</p>	<p>Evaluation forms should be used for all training sessions and orientations. Forms should be anonymous and results aggregated to determine trends and improvements. For conferences and off-site training, staff should submit a brief evaluation to the TC.</p> <p>-Student evaluation forms are used to determine the quality and usefulness of the training.</p> <p>-Evidence of employee feedback to the supervisor on training feedback exists.</p>

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4.2 (SID) 4.3 (Proj) 5.1 (SID) 5.2 (Proj)	3.5.13	Training status is measured.	S- Evaluation Forms. S- Metrics on training. P- Evaluation Forms. P- Attendance Metrics; Other metrics.	BPSG should keep evaluation forms, and metrics (attendance metrics and trends, effectiveness of training, appropriateness of training, number of classes offered/attended/cancelled). -MS Project schedules for the progress and variances of training are maintained using "Tracking Gantt". -Cost or labor is tracked against the original plan. Variance reports exist to demonstrate the tracking of this information.	Evaluation forms should be kept and basic attendance metrics. Other metrics if staff/time permits (effectiveness of trng, appropriateness of trng). -Planned training versus Actual training completed (per the IDP) is documented and measurable. -A consolidated project summary of training status exists.
4.2 (SID) 4.3 (Proj) 5.1 (SID) 5.2 (Proj)	3.5.14	Management reviews training status.	S- MSC meeting minutes from annual review. P- Minutes from annual meeting review. P- Completed /updated IDPs for State staff.	MSC should review training program annually. -MSC Minutes exist that show that Training status is a key agenda item of discussion. -Action Items related to Training are recorded and tracked.	Project should review training program annually. State managers should review IDPs with State staff annually. -Project managers review the training program with staff at least annually. -Meeting minutes exist as evidence of training reviews. -Project Managers meet at least annually with staff to discuss training progress and status. -Records of meetings with staff are annotated in the IDP or other training records.